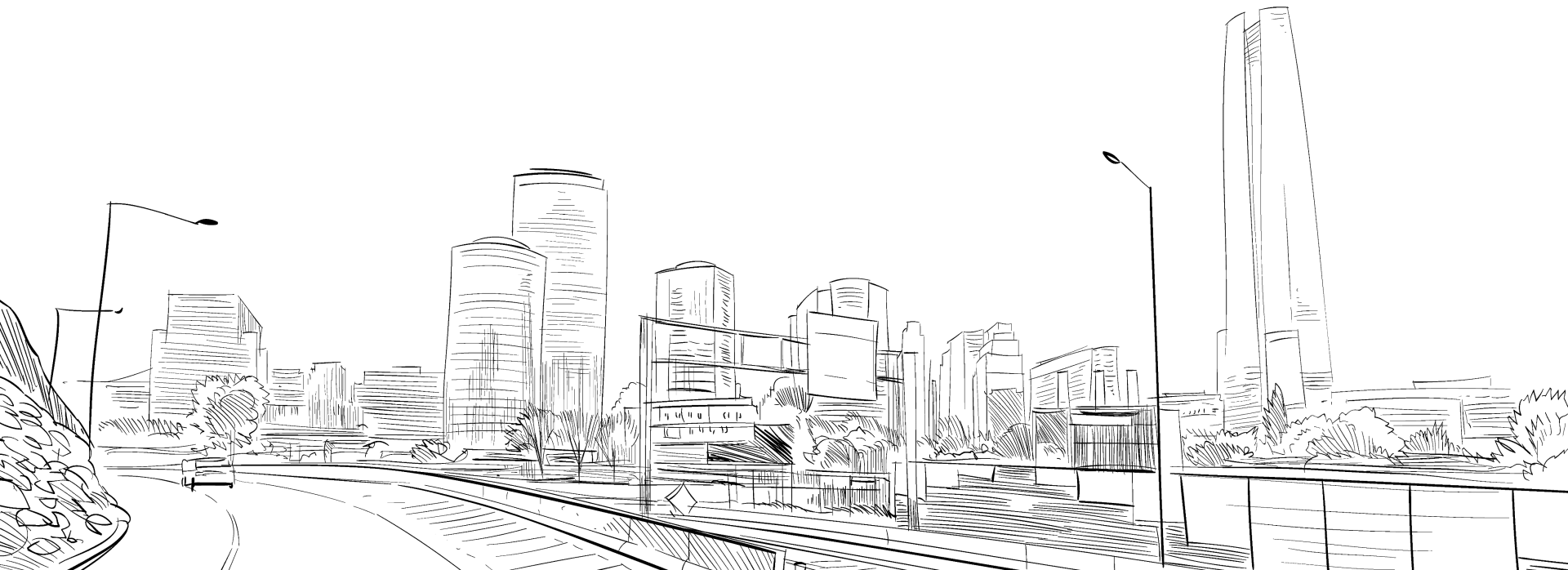


Six months ended March 31, 2026

Financial Results Briefing Material

Ahead of the Curve On Top of the Market



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1

Summary of financial results for the six months ended March 31, 2026

- The Japanese economy showed signs of improvement in corporate capital investment and private consumption. However, the outlook remains uncertain mainly due to soaring energy prices and heightened geopolitical risks. Construction investment has remained solid, supported by ongoing government-led infrastructure investment and disaster prevention and reduction measures, as well as policy initiatives related to green transformation (GX) and digital transformation (DX).
- Meanwhile, material prices, personnel costs, and fuel costs continue to rise, making profit generation through rigorous cost control and efficient construction operations a key management priority.



Major initiatives in FY2025

1 Continue management strategies under the medium-term management plan announced in April 2024

In FY2024, we started the strategies, “shift to CSR-oriented management” and “establishment of a foundation for sustainable growth,” which are the outline of the medium-term management plan—TOA ROAD Sustainable Plan 2026. This fiscal year marks the second year of these initiatives.

2 Maintain strategies under previous medium-term management plan

Six strategies under the previous medium-term management plan, “build a firm foundation for profitability,” “expand the business domains,” “promote technology development,” “promote digital transformation (DX),” “improve engagement,” and “strengthen governance” will be maintained.

(Millions of yen)

Consolidated	1H of FY2024	1H of FY2025	YoY change (Amount)	YoY change (%)	Initial forecast	Achievement ratio
Net sales	53,881	51,459	▲2,422	▲4.5%	127,000	42.8%
Gross profit	4,383	4,783	399	9.1%	—	—
SGA expenses	4,206	4,376	170	4.1%	—	—
Operating profit	177	406	229	129.3%	6,500	3.0%
Ordinary profit	321	552	230	71.8%	6,600	5.3%
Profit attributable to owners of parent	602	469	▲133	▲22.1%	4,100	15.5%

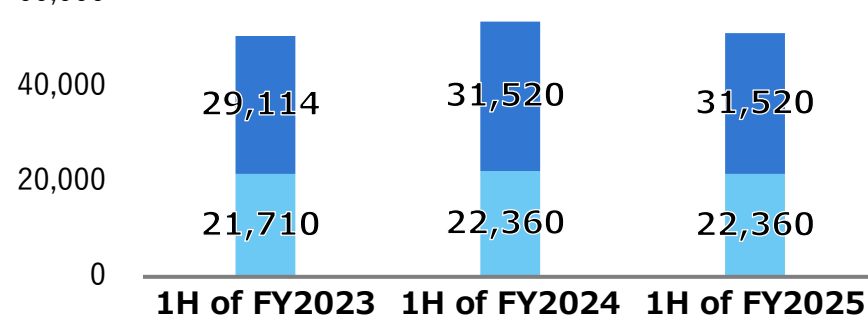
- Consolidated net sales decreased by 4.5% year on year to ¥51,459 million, slightly below the plan. Major factors behind the decrease in net sales were delays in the progress of constructions on hand in the Construction business, as well as lower-than-expected selling prices in the Asphalt Products and Environment business, due to the cost of straight asphalt being lower than initially projected.
- Operating profit increased by ¥229 million year on year to ¥406 million, but fell short of the plan. Major factors behind the shortfall versus the plan were increased construction costs due in part to surging material prices and personnel costs in the Construction business, as well as the impact of declining shipment volumes as well as rising transportation and energy costs that exceeded the amount passed on to selling prices, in the Asphalt Products and Environment business.
- Profit attributable to owners of parent decreased by ¥133 million year on year to ¥469 million despite the gains on sale of investment securities.

Results of net sales and profit/loss by segment (consolidated)

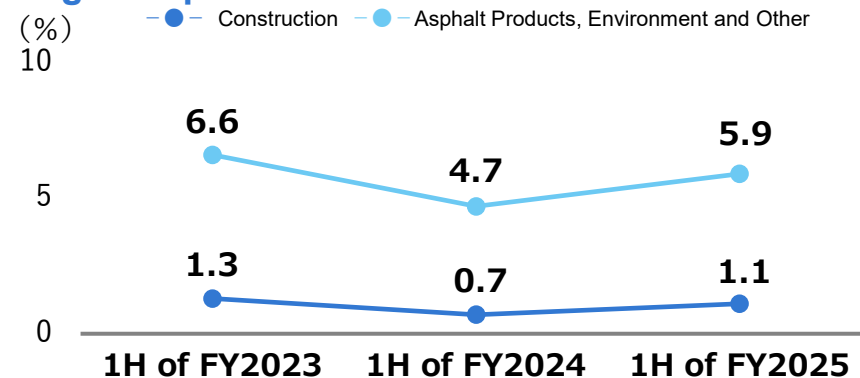
(Millions of yen)

Net sales	1H of FY2023	1H of FY2024	1H of FY2025	YoY change (Amount)	YoY change (%)	Initial forecast	Achievement ratio
Construction	29,114	31,520	29,745	▲1,774	▲5.6%	—	—
Asphalt Products, Environment and Other	21,710	22,360	21,713	▲647	▲2.9%	—	—
Total net sales	50,824	53,881	51,459	▲2,422	▲4.5%	127,000	42.8%
Segment profit	1H of FY2023	1H of FY2024	1H of FY2025	YoY change (Amount)	YoY change (%)		
Construction	370	209	340	131	62.6%		
Asphalt Products, Environment and Other	1,424	1,058	1,276	218	20.6%		
Total segment profit	1,795	1,267	1,616	349	27.5%		

Net sales ■ Construction ■ Asphalt Products, Environment and Other
(Millions of yen)



Segment profit ratio



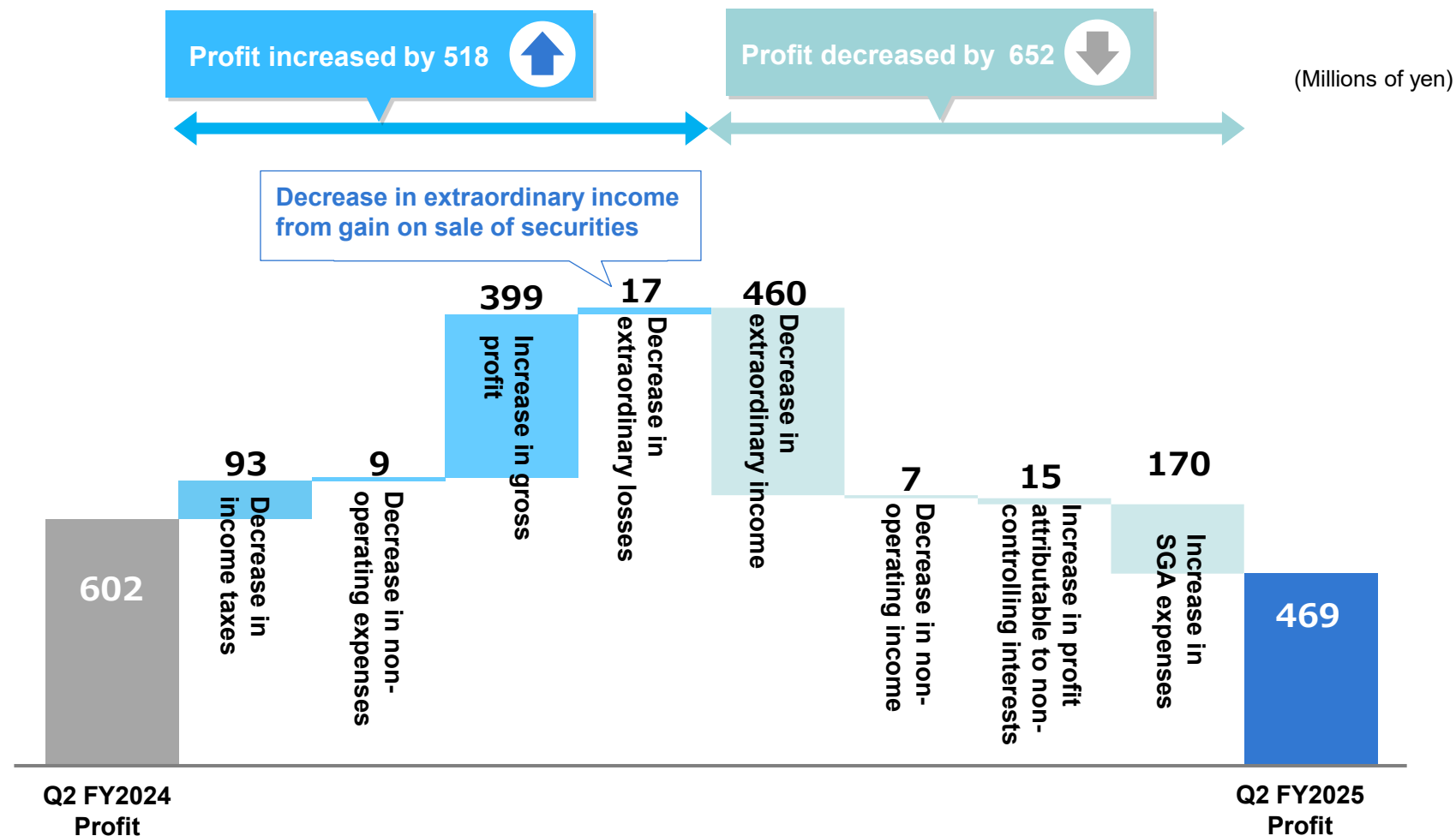
■ Construction

(1) Net sales decreased by 5.6% year on year. (2) Segment profit increased by ¥131 million year on year, but fell short of the plan due to higher construction costs driven by surging material prices and personnel costs. (3) The amount of construction orders carried forward to the second half increased by 17.5% year on year to ¥44.7 billion, due to steady orders received and an increase in the volume of constructions on hand.

■ Asphalt Products, Environment and Other

(1) Net sales decreased by 2.9% year on year. (2) Segment profit increased by ¥218 million year on year but fell short of the initial forecast mainly due to the impact of declining shipment volumes as well as rising transportation and energy costs that exceeded the amount passed on to sales prices. (3) For the second half, we will continue working to pass manufacturing cost increases caused by higher fuel prices, shipping costs, and electricity rates, on to selling prices.

Analysis of factors for changes in profit (consolidated)



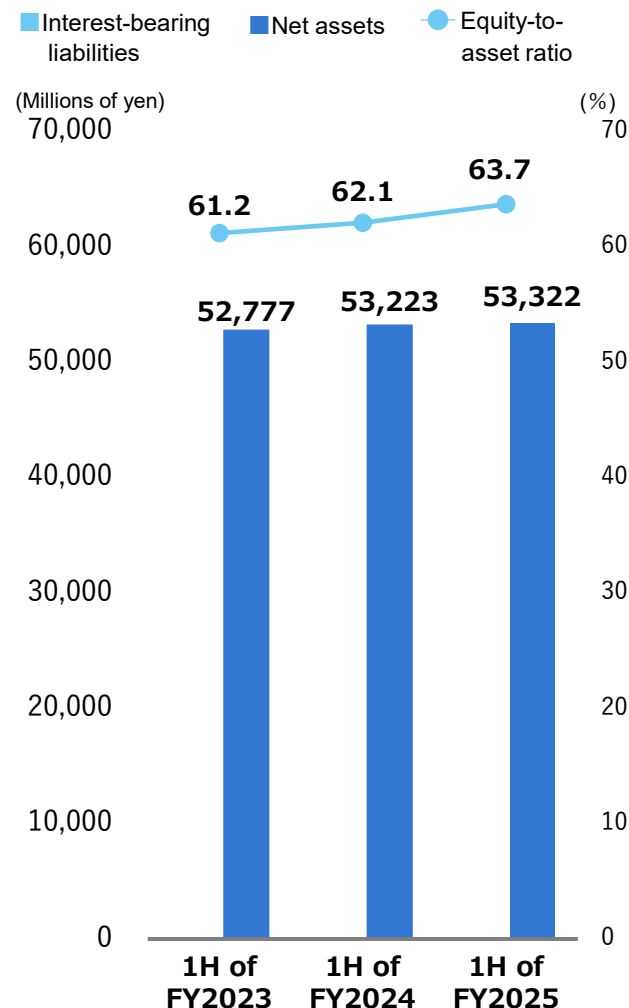
- [Main factors behind the increase in profit]
 - ・ Mainly the increase in gross profit
- [Main factors behind the decrease in profit]
 - ・ Mainly the decrease in extraordinary income and the increase in SGA expenses

Consolidated financial position and consolidated cash flows

Consolidated financial position

(単位：百万円)

	1H of FY2023	1H of FY2024	1H of FY2025	YoY change (Amount)
Total assets	84,000	83,344	81,392	▲1,951
Total liabilities	31,222	30,121	28,069	▲2,051
Interest-bearing liabilities	—	—	—	—
(Short-term borrowings)	312	500	2,950	2,450
(Long-term borrowings)	50	675	225	▲450
Net assets	52,777	53,223	53,322	99
Equity-to-asset ratio	61.2%	62.1%	63.7%	1.5%



Consolidated cash flows

(単位：百万円)

	1H of FY2023	1H of FY2024	1H of FY2025
Cash flows from operating activities	10,824	▲1,531	6,584
Cash flows from investing activities	▲1,486	▲265	▲862
Cash flows from financing activities	▲2,888	▲3,587	▲7,561
Net increase (decrease) in cash and cash equivalents	6,448	▲5,384	▲1,839
Cash and cash equivalents at end of period	16,453	8,843	10,468

- Total assets decreased by ¥1,951 million year on year due to decreases in cash and deposits, and notes receivable, accounts receivable from completed construction contracts and other.
- Liabilities decreased by ¥2,051 million year on year due to decreases in notes payable, accounts payable for construction contracts and other, short-term borrowings, and income taxes payable.
- Net assets: Total net assets decreased by ¥3,608 million from the end of the previous fiscal year, mainly due to a decrease of ¥3,697 million in retained earnings as a result of dividends of ¥4,165 million paid to shareholders, partially offset by ¥469 million in profit attributable to owners of parent.
- Consolidated cash flows: The balance of cash and cash equivalents increased by ¥1,625 million year on year to ¥10,468 million.

2

Financial results forecasts for the fiscal year ending March 31, 2026

Financial Results Forecast for FY2026

(Millions of yen)

Consolidated	FY 2025	FY2025 (Forecast)	YoY change (Amount)	YoY change (%)
Net sales	126,575	127,000	424	0.3%
Operating profit	5,015	6,500	1,484	29.6%
Ordinary profit	5,206	6,600	1,393	26.8%
Profit attributable to owners of parent	4,127	4,100	▲27	▲0.7%

■ Full-year outlook (plan)

At this stage, the figures announced on May 9, 2025 remain unchanged. This is because, since the third quarter, constructions on hand have increased year on year and are expected to progress smoothly in the Construction business. In addition, shipment volumes are expected to rise in line with the increase in constructions on hand, while the pass-through of manufacturing cost increases onto selling prices is also making further progress in the Asphalt Products, Environment and Other businesses.

■ Initiatives to achieve the plan

[Construction]

For orders received, we will strengthen our sales capabilities by promoting market research activities conducted by sales representatives at branches and other locations, supported by sales assistance from the Head Office. In addition, as a new initiative, we will conduct regular web-based training sessions (covering calculation, technology, and sales best practices) to further enhance skill levels.

For construction work, we will implement construction that focuses on the profitability of completed work, which includes the assignment of technical personnel. In addition, we will properly monitor the progress and issues of large special projects from the viewpoint of preventing poor quality and unprofitability of construction work, thereby preventing the occurrence of poor quality, unprofitable construction work.

[Asphalt Products, Environment and Other]

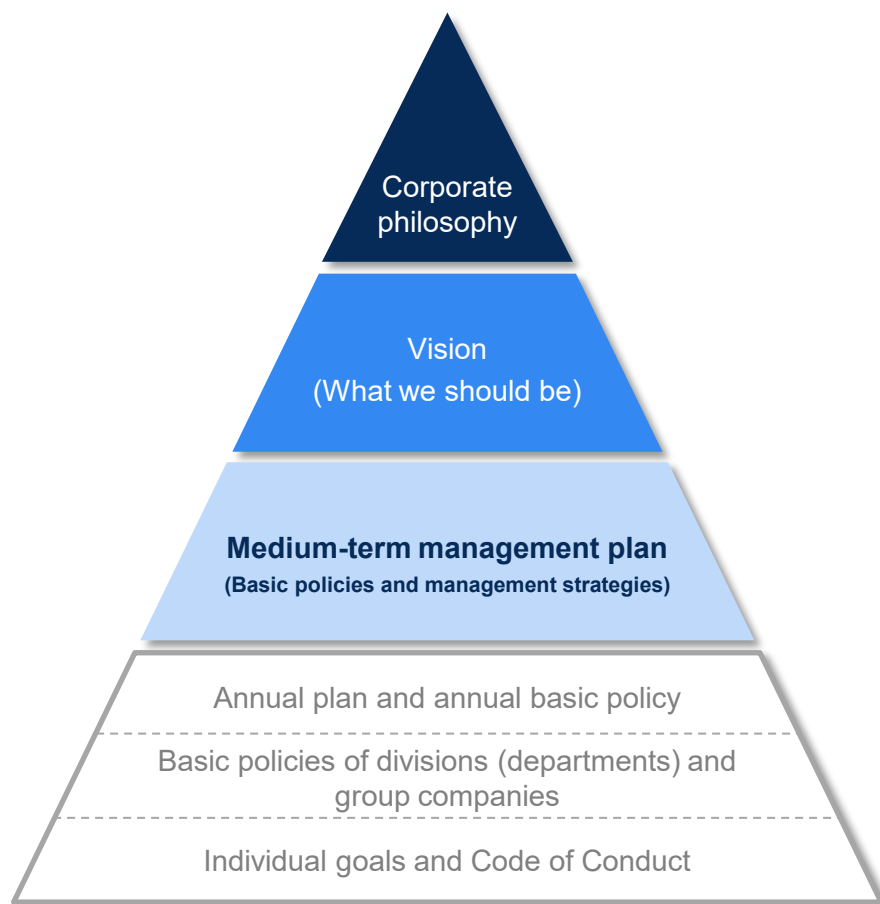
Both products and asphalt mixtures are facing a declining market, but we will work to further improve contribution margins and focus on expanding sales of high value-added products in order to achieve planned profit levels.

In addition, we will continue efforts to pass on increases in personnel costs, crushed stone prices, shipping costs, repair costs, and other expenses that have not yet been fully reflected in selling prices.

3

Progress on the FY2024–FY2026 Medium-term Management Plan

Since its founding, TOA ROAD CORPORATION has pursued an independent path, cultivating a free and open corporate culture that is unafraid of change. Under this culture, the Company has built its own unique value-creation approach  **TOA Style** that responds to the needs of the times. Toward 2030, the year of its 100th anniversary, we have formulated our long-term vision, “TOA ROAD Vision 2030,” and all employees are working together toward a common direction. To realize this vision, our medium-term management plan, “TOA ROAD Sustainable Plan 2026,” positions the “Shift to CSR-oriented management” and “Establishment of a foundation for sustainable growth” as its two core pillars, strengthening relationships of trust with our stakeholders. By building a resilient corporate structure capable of responding to an era of high uncertainty, we are striving to maximize corporate value.



○Corporate philosophy

Support peoples' lives from the road they stand on with our own will and growth

○創立100周年ビジョン



GOAL	“TOA ROAD Vision 2030,” the 100th anniversary vision		Consolidated financial result Net sales (target) ¥150.0 billion Operating profit (target) ¥10.0 billion
	Refine the TOA Style to be the Only One Company always chosen by the society		
STEP3	FY2027–FY2029	TOA ROAD Sustainable Plan 2029	Consolidated financial result Net sales (target) ¥130.0 billion Operating profit (target) ¥7.5 billion
STEP2	FY2024–FY2026	TOA ROAD Sustainable Plan 2026	
	“Shift to CSR-oriented management” “Establishment of a foundation for sustainable growth”		
STEP1	FY2021–FY2023	TOA ROAD Sustainable Plan 2023	Net sales (result) ¥126.5 billion Operating profit (result) ¥5.0 billion

In 2021, we defined the “TOA ROAD Vision 2030,” which shows what we should be when we reach the 100th anniversary of the Company in 2030, and set it as our goal. In order to achieve this goal, we have developed and are implementing the medium-term management plan, “Ahead of the Curve, On Top of the Market–TOA ROAD Sustainable Plan.” The medium-term management plan, “TOA ROAD Sustainable Plan 2026,” is a continuum from the previous medium-term management plan, “TOA ROAD Sustainable Plan 2023,” and covers a three-year period to FY2026.

Recognition of the business environment

Since the announcement of the previous medium-term management plan in May 2021, the international landscape has changed significantly. In Japan as well, issues related to the deterioration of infrastructure have become increasingly apparent.

 External environment Social and environmental outlook	 Internal environment 
■ Declining population and aging society The construction industry is facing a severe labor shortage due to declining population and aging workforce. Leveraging a more diverse range of human resources has become indispensable. ■ Diversifying workstyles and values Digitalization is enabling more flexible workstyles and expanding opportunities for diverse talent. The construction industry needs reforms in compensation, workstyles, and human resource development. ■ Addressing aging infrastructure Aging infrastructure requires planned maintenance incorporating preventive maintenance. Furthermore, reconstruction efforts that account for population decline and increasing disaster risks are needed. ■ Increasing disaster risks and national resilience Growing risks of large-scale disasters and climate change have heightened social demands to strengthen disaster prevention, mitigation, and recovery systems. ■ Accelerating carbon neutrality and green transformation (GX) The construction industry is increasingly expected to address decarbonization, resource circulation, and biodiversity conservation. Technological innovation and business model transformation are essential. ■ Full-scale deployment of digital and AI technologies AI and digital technologies are improving productivity and safety at construction sites. Digitalization also directly contributes to workstyle reform and the utilization of diverse human resources. ■ Changes in the international community Rising geopolitical risks and expanding infrastructure demand in emerging economies are accelerating the international expansion of Japan's construction industry.	■ Independent innovation without a parent company A culture that encourages technological innovation through free thinking and agile responses. Employees are empowered to think and act proactively. ■ Dual strengths as both a materials manufacturer and a construction contractor Technological strengths arising from the fusion of chemistry and civil engineering. A portfolio of more than 200 products and construction methods. ■ Nationwide network rooted in local communities Seven branches; 40 branch offices and sales offices; 24 product factories; 43 asphalt mixing plants, 7 technical centers, Technical Research Institute, a machinery center, and 26 group companies. ■ Diverse business domains and extensive track record Road construction; asphalt products (emulsions, modified asphalt, asphalt mixtures); landscaping and sports facility construction, consulting business, environmental business (demolition, surveying/cleaning of soil pollution, underground reservoirs), civil engineering (railway tracks, airports, ports), etc. ■ R&D and innovation Contributing to a sustainable society through the development of environmentally friendly pavement materials and infrastructure management technologies. Advancing next-generation infrastructure solutions such as solar power-generating pavements and wireless power transfer pavements.
As social infrastructure built during the period of rapid economic growth continues to age, demand for road renovation is expected to accelerate. Under our mission to support the safety and security of society, we are committed to addressing these needs sincerely and will continue to develop our “Value Creation Process” (see p.16).	

Progress of the business strategy toward “establishment of a foundation for sustainable growth”

- We aim to establish “a foundation for sustainable growth” by deploying individual business strategies using the R&D strategies as a common platform and managing individual business strategies through the integrated business strategies.

Management strategies		Item	Progress (result)
Research and development (R&D)		- Development toward the improved durability and efficient maintenance of infrastructure and the realization of a low-carbon society - Challenge to next generation and frontier technologies	- Deployment of high-performance prime coat “PRIME FINE” - Expansion of applications of ToughShut RA method - Pilot operation of plant-based “BIO Binder”
Integrated business strategies		- Aggressive investment in businesses - Assessment and portfolio management of businesses and identification of/response to improvement drivers	¥4.7 billion (cumulative) business investment - Identification of improvement drivers as well as study and discussion of assessment method
Management strategies with a keen eye on capital costs		- Aiming for ROE of at least 9% while being conscious of capital cost - Realizing stable shareholder return by maintaining PBR 1x - Accelerating proactive growth investments by continuously achieving returns exceeding capital cost	- Strengthening of shareholder return policy → target dividend payout ratio 100%, aiming for DOE = 8% (Forecast for FY2025: interim dividend ¥45, year-end ¥45) - Introduction of interim dividend system - Boosting profits through reduction of cross-shareholdings Reduced by 30.3% in FY2024 (Target: reduce holdings to about 1/3 of the March 31, 2024 balance)
Business strategies	Construction business Strategies	- Diversification of work styles - Expansion of business domains	- Improved visibility into plan-vs-actual performance has enabled earlier cost forecasting and more proactive countermeasures. - Promotion of digitalization on site and OJT support via manuals and DX tools - PPP promotion: target 20 sounding participations per year; sports and landscaping business: promotion of pickleball in addition to soccer fields. Annual revenue target: ¥14 billion (¥10 billion secured in H1)
	Asphalt Product business strategies	- Aggressive capital investment (business continuation at the time of disasters) - Provision of mechanical warm-mix equipment to hot-mix asphalt plants	- Start of mutual OEM for modified asphalt with Idemitsu Kosan Co., Ltd. to improve transportation efficiency - Deployment of energy-saving storage tanks for modified asphalt (completed at 1 plant, preparation underway at 1 plant) - Provision of mechanical warm-mix equipment (preparation underway at 1 plant)
	Consulting business strategies	- Management of stocked social capital - Operational solutions for global environmental issues and in material procurement	- Advancement of pavement inspection using MWD plus - Verification of pavement for EV charging while driving - Expansion of Wattway application sites
	Back-office strategies	- Efficiency improvement and laborsaving of back-office operations through the introduction of DX and utilization of generative AI - Further strengthening and sophistication of BCP measures	- Introduction of expense reimbursement and electronic approval systems - Introduction of AI knowledge and DB systems

Toa Road Corporation is striving to appropriately cooperate with its multi-stakeholders, understanding that collaborative value creation, not only with our shareholders, but also with our employees, business partners, customers, creditors, local communities and other various stakeholders, has become more important in the corporate management.

Initiatives aligned with the Multi-Stakeholders Policy

Return of the Benefits to our Employees	Raise salary Increase the average salary amount per employee by 3% or more YoY Improve engagement Conduct trainings by section as well as by job level Establish a workplace environment in which female workers can aim for career advancement
Taking account of our Business Partners	Compliance with the Declaration of Partnership Building
Efforts for Other Stakeholders	Provide new value corresponding to the needs of the time based on the corporate philosophy

Value Creation Process

The Group strives to improve corporate value by responding to the needs of the times and society, contributing to the realization of a sustainable society through infrastructure development, promoting environmentally conscious technological innovation, pursuing value creation that emphasizes coexistence with local communities.



4

**Action to implement
management that is conscious
of capital cost and stock price**

Profitability Improvement on Balance Sheets

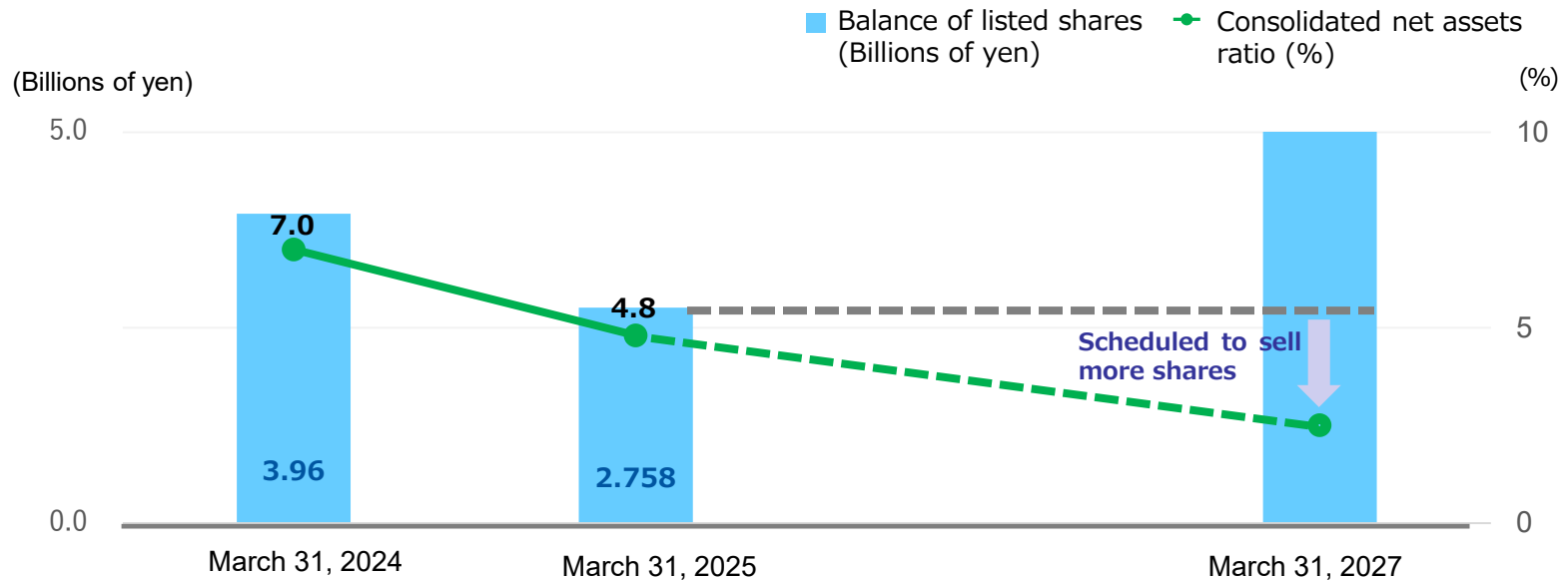


東亜道路工業株式会社

Reduction of cross-shareholdings

Target: Reduce cross-shareholding to around 1/3 of the fair value of the shares held as of March 31, 2024, which is ¥3.96 billion

Period: Three years starting from the current fiscal year (FY2024) to FY2026



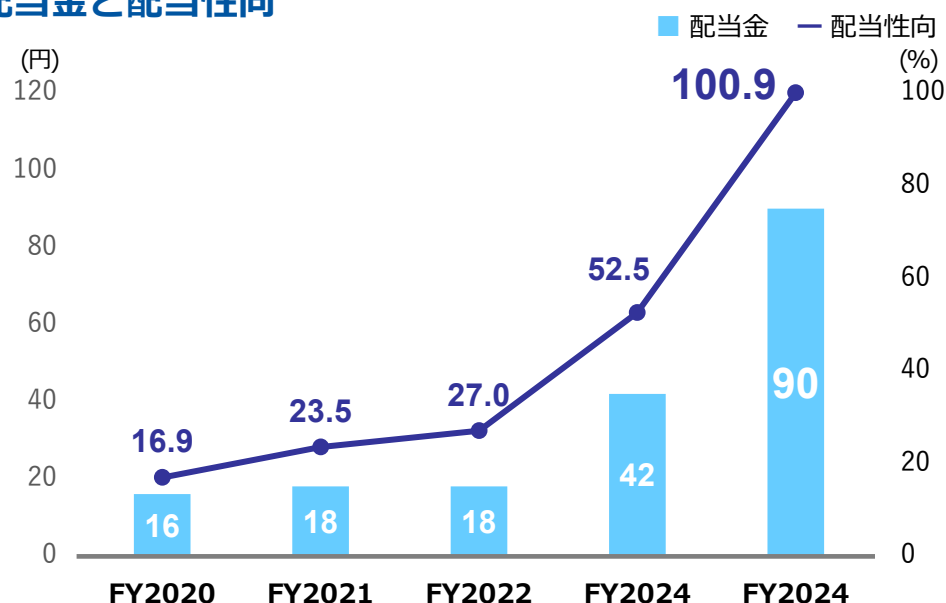
Holding balance of cross-shareholdings as of March 31, 2025 was decreased by 30.3% from March 31, 2024 to ¥2.76 billion.

We will accelerate the sale of the shares to ensure achievement of the target.

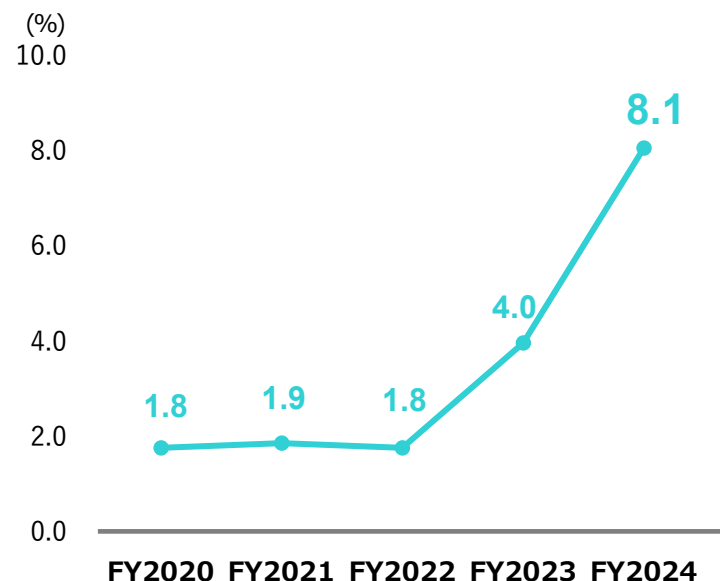
Shareholder returns: Target direction

Set a baseline of 100% dividend payout ratio and strive for **DOE 8%**

配当金と配当性向



DOE



On April 1, 2024, the Company conducted a 5-for-1 stock split of its common stock. Dividend amount per share is calculated on the presumption that the stock split was conducted at the beginning of the fiscal year ended March 31, 2021.

Progress of capital policy

Mid- to long-term
investment in growth

Total investment amount target for 3 years **¥15 billion or more**

¥1.38 billion was invested for the first half of FY2025, the second year of the target period.

Current progress status is 31.2% of the total investment amount target for 3 years of ¥15 billion or more.

(Millions of yen)

Area of investment	Total investment amount for 3 years (target)	Area of investment	Details	Amount invested (cumulative)
Renewal of existing facilities	10,000	Existing facilities	Construction	1,674
			Asphalt Products, Environment and Other	2,090
			Common	225
			Sub total	3,989
Growth investments	5,000	DX, Environment, etc.		688
Total investment	15,000	Total investment		4,677
Status against the three-year total investment target amount				31.2%

Having a precondition that we will ensure resilient management foundation to address the era of uncertainty, we will strive to improve our corporate value with a keen eye on capital cost, by setting a KPI for profitability on invested capital for each business. At the same time, in order to reduce capital costs, we will enhance engagement with shareholders and investors through dialog with them.

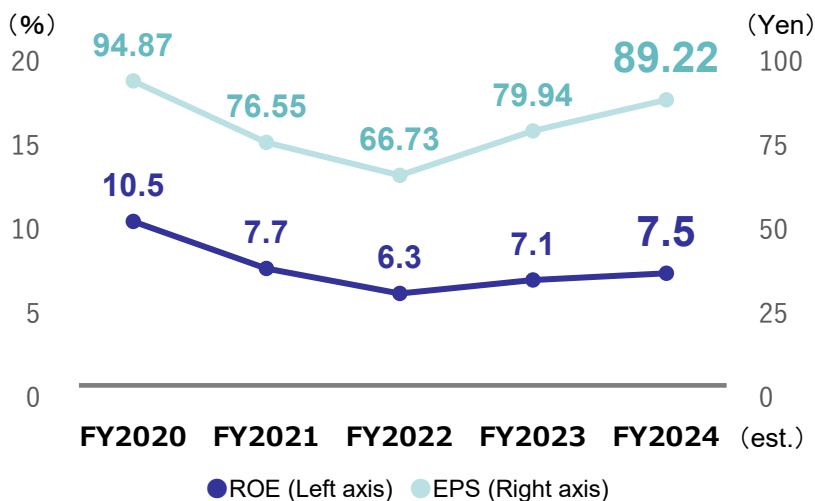
● Return on equity (ROE)

Our ROE, which was 6.3% for the fiscal year ended March 31, 2023, partially due to the increased crude oil prices, has recovered to 7.5% in the fiscal year ended March 31, 2025. In the medium-term management plan, we will work for continuous improvement aiming at an ROE of 9.0% or more.

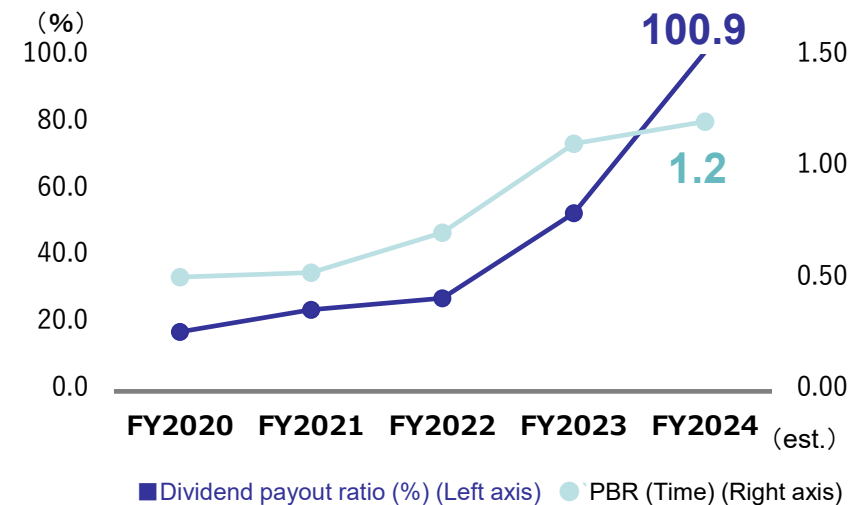
● Price book-value ratio (PBR)

Although our PBR is 1.2x in the fiscal year ended March 31, 2025 and is currently above the Tokyo Stock Exchange requirement of 1.0x, we will strive to achieve higher PBR, by providing shareholder returns with a baseline dividend payout ratio of 100% and with target DOE of 8.0%, on the precondition that our management policy should emphasize shareholder returns while maintaining a robust financial foundation.

Trend of ROE and EPS



Trend of dividend payout ratio and PBR



Strengthen shareholder returns by increasing dividend payout ratio

- ◇ Target: Dividend payout ratio of 100%, DOE of 8.0%
- ◇ Dividends are significantly increased, such as the dividend paid of **¥42** per share (dividend payout ratio: **52.5%**, **DOE: 4.0%**) for FY2023, and dividend paid of **¥90** per share (dividend payout ratio: **100.9%**, **DOE: 8.1%**) for FY2024, as compared with dividend of **¥18** per share (dividend payout ratio: **27.0%**, **DOE: 1.8%**) for FY2022.

Improve profitability by reducing cross-shareholdings

- ◇ Target: Reduce cross-shareholding **to around 1/3** of that as of March 31, 2024
- ◇ Period: Three years starting from FY2024 to FY2026

Introduction of interim dividend system

- ◇ In order to further enhance opportunities to return profits to shareholders, we have introduced an interim dividend system, starting from the FY2025 interim period, in addition to the annual year-end dividend.

5

Corporate profile

Corporate philosophy

Support peoples' lives from the road they stand on with our own will and growth

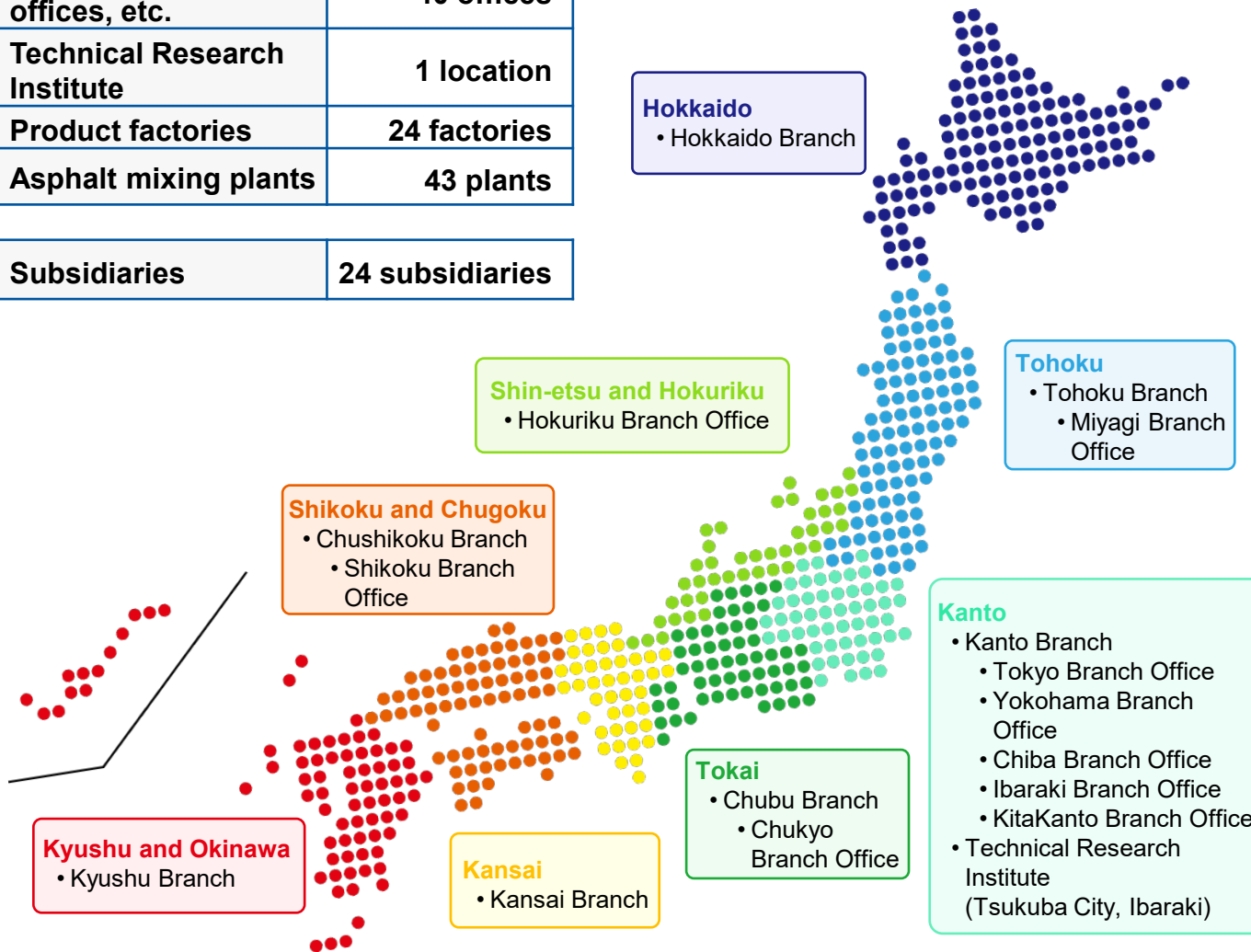
Corporate name	TOA ROAD CORPORATION
Date of establishment	November 28, 1930
Head office	7-3-7 Roppongi, Minato City, Tokyo
Representative	Kyouichi Morishita, Representative Director, President
Capital	¥7,584 million
Net sales	¥126,575 million (for FY2024) (consolidated)
Ordinary profit	¥5,206 million (for FY2024) (consolidated)
Number of employees	1,670 (for FY2024) (consolidated)
Listing (Securities code)	Prime Market of the Tokyo Stock Exchange (1882)
Construction contractor license	Ministry of Land, Infrastructure, Transport and Tourism (Special 1) No. 3226

Company name	Reportable segment	Head office	Net sales (Before consolidation adjustment)	Business description
FUJIKENSETSU CORPORATION	Construction	Muroran City, Hokkaido	¥3,139 million	Supervising and work for road construction, general civil engineering, sports facilities, architecture, and road maintenance and snow removal, etc.
MARUKENDOURO CORPORATION	Construction	Kanazawa City, Ishikawa	¥5,287 million	Supervising and work for road construction, sports facilities, landscape facilities, general civil engineering projects, etc. Manufacturing and sales of asphalt mixtures
Umetsugumi Co., Ltd.	Construction	Nagai City, Yamagata	¥1,497 million	Supervising and work for pavement construction projects, civil engineering projects, etc.
Shikishimagumi Co., Ltd.	Construction	Oita City, Oita	¥580 million	Supervising and work for road construction projects, civil engineering projects, etc. Manufacturing and sales of asphalt mixtures
FUJI GREEN TECH CO., LTD.	Construction	Kofu City, Yamanashi	¥3,886 million	Design, work, management and management as a designated manager of parks and athletic facilities, etc. and painting of bicycle racetracks
KOKUDO Co., Ltd.	Construction	Kakamigahara City, Gifu	¥355 million	Work for pavement construction projects and civil engineering projects
Aiken Industry Co., Ltd.	Construction	Kirishima City, Kagoshima	¥1,395 million	Construction work, sales of intermediately processed/recycled crushed stone, and manufacturing and sales of asphalt mixtures
Sapporo Kyodo Ascon Co., Ltd.	Asphalt Products	Sapporo City, Hokkaido	¥1,440 million	Manufacturing and sales of asphalt mixtures
Aska Co., Ltd.	Asphalt Products	Minato City, Tokyo	¥19,607 million	Sales of petroleum products (asphalt and fuels)
TOA-TONE BORING Co., Ltd.	Asphalt Products	Minato City, Tokyo	¥7,138 million	Manufacturing and sales of boring machinery and foundation civil engineering machinery, etc. and work for foundation civil engineering projects
TOA BUTSURYU Co., Ltd	Asphalt Products	Minato City, Tokyo	¥1,948 million	Transportation and delivery (spreading) of asphalt products
SANROCK ARAKAWA Co., Ltd.	Asphalt Products	Murakami City, Niigata	¥1,243 million	Manufacturing and sales of gravel, sand, crushed stone, etc. Recycling of concrete waste materials Civil engineering and pavement construction

Major offices, research institute, consolidated subsidiaries, etc.

Branch offices, sales offices, etc.	40 offices
Technical Research Institute	1 location
Product factories	24 factories
Asphalt mixing plants	43 plants

Subsidiaries	24 subsidiaries
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本 社



技術研究所

Our track record in construction

FY2022 Shizuma Nima Road pavement construction work in Isotake district
(Chugoku Regional Development Bureau, MLIT)



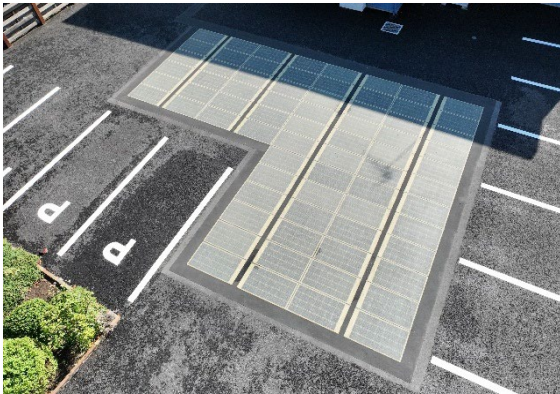
Improvement and pavement construction work at Kammuriyama Toge Road in Tsuka district
(Kinki Regional Development Bureau, MLIT)



Hokuriku Shinkansen
Fukui track construction



OKS Company's Wattway, pavement with a solar power generation function



Tokyo Summerland's
MONSTER STREAM



KANSAI UNIVERSITY Takatsuki Campus
Athletic Grounds No. 1 and No. 2

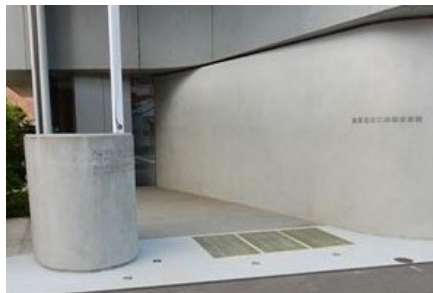


※写真は第一グラウンド

Development of photovoltaic road surfacing system (Wattway)

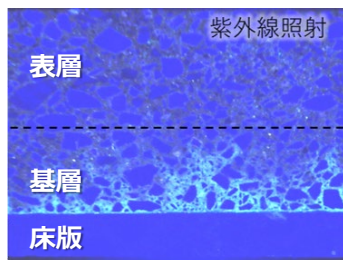
In order to achieve the SDG goals, the Company is working jointly with Colas (a French company) for dissemination of Wattway, a pavement with a solar power generation function.

Being a product attached onto road surfaces, Wattway is resistant to typhoons and other disasters and can be operated independently from power grids. Therefore, the Company believes that it will be a new solution for solar power generation in Japan in the future, with its potential for use as an energy source at disaster-affected sites and installation in urban areas, etc.



Development of ToughShut RA, an asphalt pavement material with integrated resin waterproofing

ToughShut RA, an asphalt pavement material with integrated resin waterproofing, is an innovative technology that integrates the deck, waterproof layer, and asphalt mixture of road bridges with plant-derived resin. Unlike traditional methods that require specialized work, it can be installed using general-use equipment. We thus believe this technology will contribute to extending the life of a large number of existing bridges if broadly applied to bridge maintenance and management.



接着防水材に蛍光顔料を入れ紫外線照射した状況。防水材が基層内部に浸透しているのが確認できる。

MWD plus (a pavement inspection vehicle that measures deflection volume and pavement surface conditions at the same time)

The Company developed and started operation of MWD plus, a new inspection vehicle developed by mounting a device to measure three elements of pavement surface profiles required for pavement maintenance (cracking, rutting and International Roughness Index (IRI)) onto MWD, a mobile deflection measurement equipment.

We believe that MWD plus, which quickly measures the deflection volume of pavement surfaces, will contribute to the effective maintenance and management of road pavement.



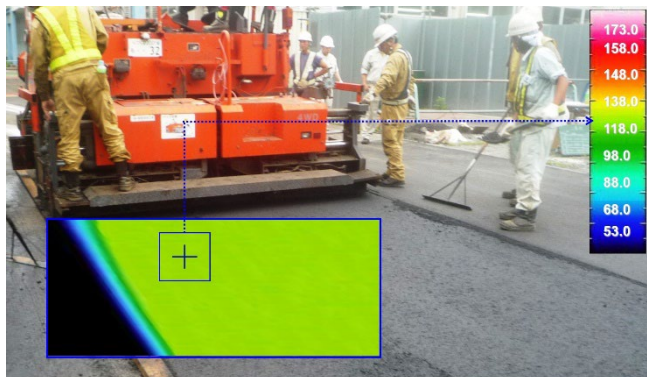
Development of pavement for wireless EV charging while driving

Pavement for wireless EV charging while driving is a pavement that charges EVs wirelessly while they are traveling. Amid the rapid shift toward EVs, the Company expects that battery problems will emerge in the future for batteries mounted onto vehicles in terms of resource scarcity and weight. The Company is working to technically assess this issue in collaboration with related and academic institutions.



ECO Binder series

ECO Binder series are environmentally-friendly modified asphalt that can be produced at approximately 30°C lower than the temperature for producing normal modified asphalt mixtures. It can reduce fuel consumption and CO₂ emissions traditionally required for heating the aggregate.



Cold Permixon

Cold Permixon is a highly durable asphalt mixture for cold-mix repair. It is highly durable and enables the easy filling of potholes and gaps. It is made of plant-derived materials and obtained the Biomass Mark certification.



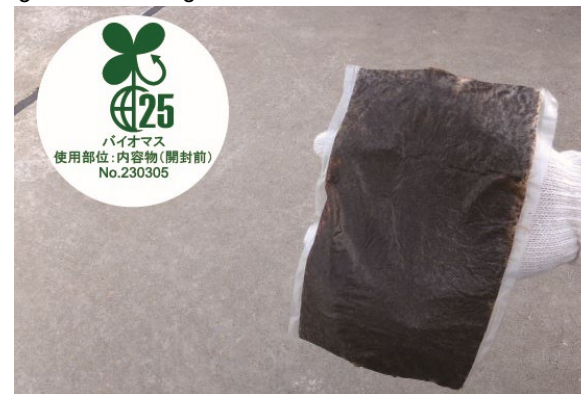
Fast-As

Fast-As is a road surface repair material developed for easier use for small-scale work. It is made of modified asphalt emulsion and hardens at room temperature. It serves for various uses such as filling gaps and seams, as well as the refreshing and aesthetic improvement of rough road surfaces.



TOKE Pack

TOKE Pack is a pothole filling material for emergency use and usable in all climates. It is a cold mix asphalt mixture in a small bag that can be handled with one hand and thrown in a hole to fill it. It is an environmentally-friendly product with water-soluble packaging that does not generate waste.



6

Appendix

Consolidated management indicator trends

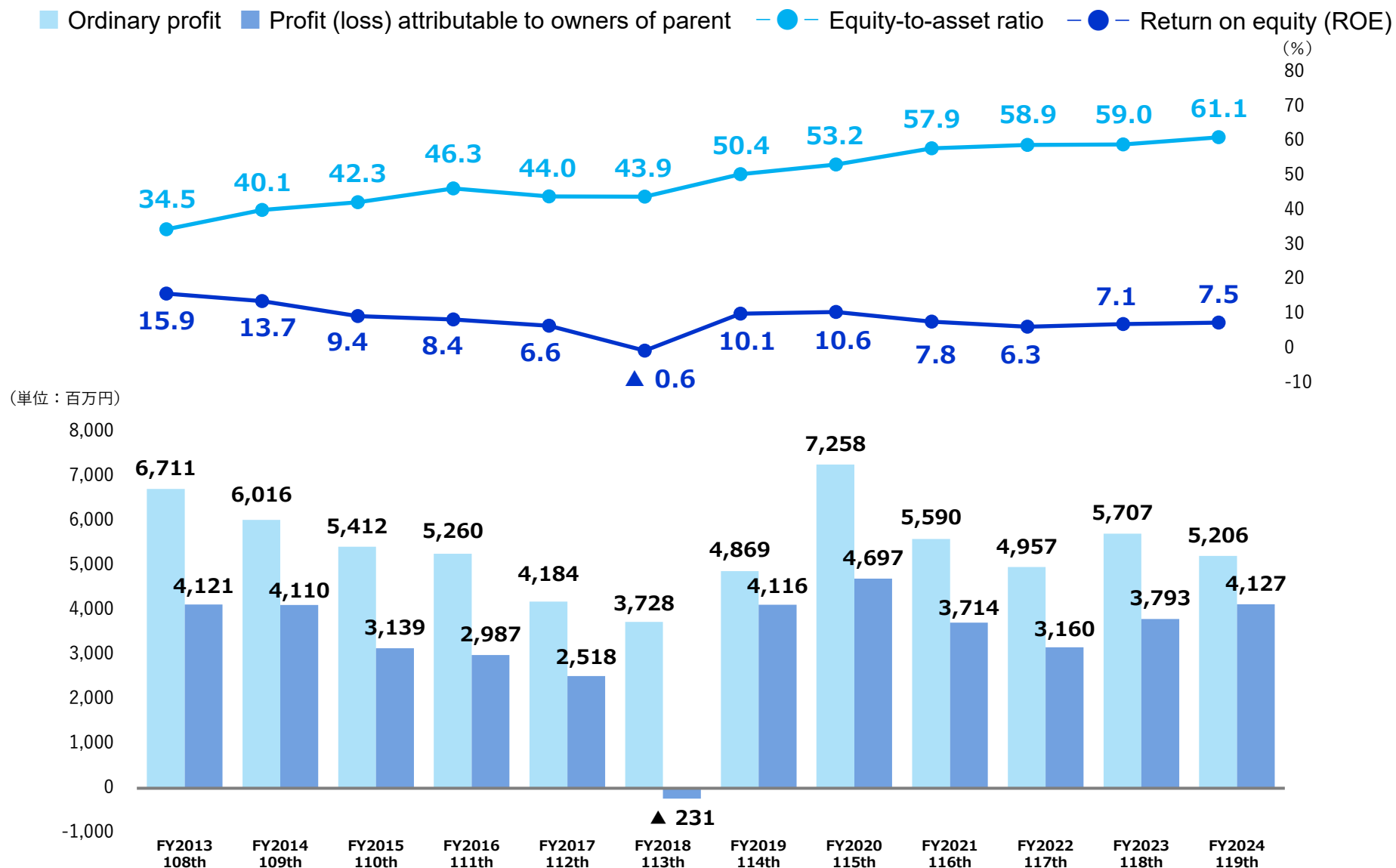
Term		108th	109th	110th	111th	112th	113th	114th	115th	116th	117th	118th	119th
Fiscal year		2012	2013	2014	2015	2017	2018	2019	2020	2021	2022	2023	2024
Net sales	(Million yen)	118,848	113,663	96,586	99,849	98,218	103,676	109,123	111,801	112,118	118,721	118,060	126,575
Ordinary profit	(Million yen)	6,711	6,016	5,412	5,260	4,184	3,728	4,869	7,258	5,590	4,957	5,707	5,206
Profit (loss) attributable to owners of parent	(Million yen)	4,121	4,110	3,139	2,987	2,518	▲231	4,116	4,697	3,714	3,160	3,793	4,127
Comprehensive income	(Million yen)	4,270	4,605	2,932	3,400	3,096	691	3,628	5,942	3,779	3,248	4,995	3,515
Net assets	(Million yen)	28,108	32,740	35,008	37,897	40,375	40,537	43,622	48,166	50,605	52,850	56,214	56,931
Total assets	(Million yen)	80,097	80,156	81,193	79,998	89,426	89,813	84,027	87,846	84,691	87,184	92,895	90,721
Net assets per share	(Yen)	544.41	634.31	676.97	731.06	776.94	777.81	837.63	961.43	1,033.23	1,083.39	1,165.65	1,197.37
Profit (loss) per share	(Yen)	81.20	81.00	61.89	58.90	49.67	▲4.57	83.97	94.87	76.55	66.73	79.94	89.22
Equity-to-asset ratio	(%)	34.5	40.1	42.3	46.3	44.0	43.9	50.5	53.4	58.1	59.1	59.0	61.1
Return on equity (ROE)	(%)	15.9	13.7	9.4	8.4	6.6	▲0.6	10.4	10.5	7.7	6.3	7.1	7.5
Price-to-earnings ratio (PER)	(Time)	5.04	4.99	6.06	5.65	8.17	—	3.57	4.46	6.30	11.24	15.95	16.07
Cash flows from operating activities	(Million yen)	1,875	3,284	10,266	1,297	10,959	3,262	▲3,734	6,688	4,584	2,180	10,911	▲1,754
Cash flows from investing activities	(Million yen)	▲1,834	▲1,294	▲2,579	▲1,905	▲779	▲3,250	▲1,752	▲2,089	▲2,842	▲2,971	▲3,995	▲1,222
Cash flows from financing activities	(Million yen)	▲2,460	▲1,912	▲2,435	▲1,031	▲910	▲1,890	▲2,878	▲3,888	▲2,856	▲853	▲2,693	1,057
Cash and cash equivalents at end of period	(Million yen)	9,338	9,415	14,667	13,027	22,298	20,419	12,053	12,764	11,649	10,004	14,227	12,308
Number of employees (excluding average number of temporary employees)	(Person)	1,397 (534)	1,433 (533)	1,466 (495)	1,515 (456)	1,532 (497)	1,553 (531)	1,558 (516)	1,565 (498)	1,580 (434)	1,667 (433)	1,655 (436)	1,670 (402)

On April 1, 2024, the Company conducted a 5-for-1 stock split of its common stock. The per share indicators above are calculated in consideration of such split.

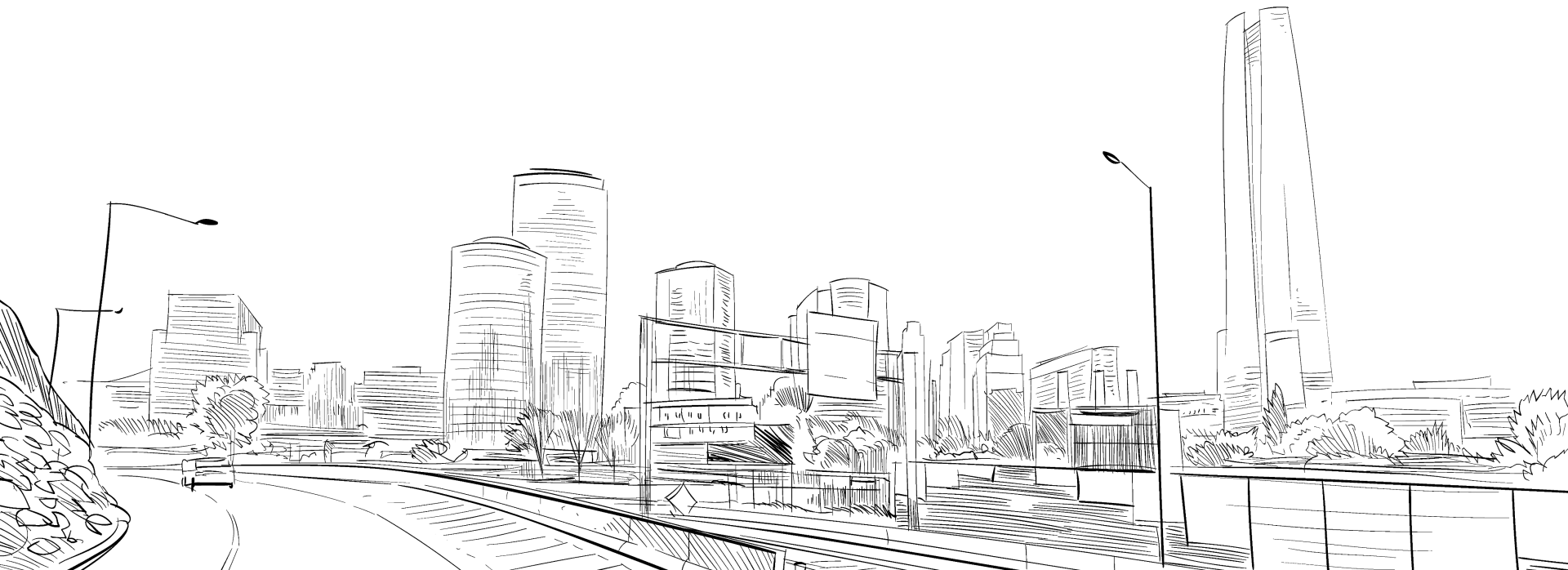
Consolidated management indicators

(Capital investment, R&D, depreciation, shareholder returns, etc.)

Consolidated management indicator trends



Forecasts, plans and any other forward-looking statements contained herein are based on the information currently available and assumptions and hypothesis deemed to be reasonable by the Company. Actual results may differ from these statements due to future changes in the business environment and various other factors.



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